Operations

LEAD OPERATING COMMAND--COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (C4I) SYSTEMS MANAGEMENT

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 10-9, *Lead Operating Command Weapon Systems Management*, and establishes the lead command duties and responsibilities for Air Force command, control, communication, and computer intelligence (C4I) systems. It provides guidance in applying policy, standards, and resources to the processes used by a designated lead command or field operating agency (FOA) when more than one Air Force major command (MAJCOM) or FOA possesses the same C4I system. In addition, it identifies responsibilities for the operating and supporting commands of C4I systems. Refer recommended changes or questions pertaining to this instruction to the HQ AFC4A, System Support Division (HQ AFC4A/SYY), 203 W. Losey St., Room 3065, Scott AFB IL 62225-5234. Refer conflicts between this and other instructions to the Policy Branch (HQ AFC4A/XPXP), 203 West Losey Street, Room 1065, Scott AFB IL 62225-5224, on AF Form 847, **Recommendation for Change of Publication**, with an information copy to the Policy and Strategy Division (HQ USAF/SCXX), 1250 Air Force Pentagon, Washington DC 20330-1250.

1. Purpose. This instruction lists responsibilities for lead commands, operating commands, supporting commands, and HQ AFC4A for C4I systems management. A glossary of references, abbreviations, acronyms, and terms is at attachment 1.

2. General.

2.1. Air Force C4I Systems, operated and supported by more than one MAJCOM, require the designation of a "lead command" as the spokesperson or advocate for each multi-command system. Use of a lead command eliminates duplication of effort and assures consistent, credible advocacy of mission needs and resource requirements.

2.1.1. Users and planners must specify their mission needs and operational requirements for the C4I system. A C4I system is an integrated system of doctrine, procedures, organizational structures, personnel, equipment, facilities, and communications. It supports a commander's exercise of command and control, through all phases of the operational continuum. This includes base visual information support systems.

2.2. The lead command is the C4I system advocate and responds to issues affecting system status and use. Issues include all operational and logistical (supportability, maintainability, and reliability) issues for assigned C4I systems. Advocacy includes planning and programming for acquisition, installation, training, sustainment, testing and initial operational capability (IOC) for new C4I systems. This includes designated system-wide equipment modifications, initial spares, peculiar support equipment, and operational test and evaluation. The Air Force proponent for the system will designate the lead command. The lead command will be designated in the Program Management Directive (PMD).

2.3. C4I systems may include individual equipment or groups of equipment. Systems requiring a lead command are those systems used by more than one MAJCOM or agency that require centralized management or advocacy.

3. Responsibilities:

3.1. The lead command will:

3.1.1. Act as the common user voice to:

3.1.1.1. The single manager (SM) in matters affecting the acquisition and logistics support of C4I systems.

3.1.1.2. The Air Staff program element monitor (PEM) in matters relating to C4I resources in the Air Force Program.

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3.1.2. Stay responsive to user requirements to improve C4I system capabilities and joint interoperability. Make sure operating and supporting commands participate in all tasks required to field and sustain the C4I system.

3.1.3. Consider issues that impact the total force when prioritizing resources and schedules for C4I systems operated by MAJCOMs, joint and combined commands, and the Air Reserve components.

3.1.4. Make sure there is appropriate operating command and support agency representation in the requirements and modification process according to AFI 10-601, *Mission Needs and Operational Requirements Guidance and Procedures;*Department of Defense Instruction (DoDI) 5000.2/AF Sup 1, *Acquisition Management Policies and Procedures;* and AFI 33-103, *Requirements Development and Processing.* Arrange for technical review of modification proposals and other requirements documents.

3.1.5. Document and coordinate the operating commands' requirements in the appropriate planning documents. As an advocate for the operating commands, identify appropriate logistics support strategies and plans to meet logistics supportability requirements according to AFI 63-106, *Planning Logistics Support for Command, Control, Communications, and Computer Systems.*

3.1.6. Plan and program for the acquisition, installation, test and IOC for new systems and ongoing system support such as modifications. Also, coordinate Program Objective Memorandum (POM) submissions and program priority lists with all impacted operating and supporting commands and obtain their advocacy before submission.

3.1.6.1. Identify funding requirements when changes create a system-wide funding deficiency or impact.

3.1.6.2. Interact and coordinate with USAF PEMs, the SM, and operating commands on planning and programming issues to determine the necessary funding required to execute the C4I program.

3.1.6.3. Track the funding and execution status of the C4I program and coordinate funding issues with the PEM, SM, and operating commands to make sure funds are available for system development, installation, and sustainment.

3.1.6.4. Prepare and present POM initiatives and disconnect packages to HQ USAF for approved requirements according to current POM guidance and POM preparation instructions.

3.1.7. Make sure all programmed requirements meet DoD, Joint Chiefs of Staff (JCS), and Air Force joint interoperability, integration, configuration management, and standardization requirements in conjunction with the SM.

3.1.7.1. When requested by HQ USAF, represent the Air Force on Joint Service or Agency and foreign country issues having an impact on assigned C4I systems.

3.1.8. Execute all taskings in this instruction by negotiated agreements with the supporting and other operating commands to assign roles and responsibilities.

3.1.9. Serve as the focal point to represent users during all phases of the acquisition and sustainment processes. Specific responsibilities are in AFI 10-601, AFI 63-106, DoDI 5000.2/AF Sup 1, and the authorizing PMD. Address user requirements during Integrated Logistics Support planning activities for system acquisition and modifications or upgrades and must:

3.1.9.1. Coordinate with operating commands in developing maintenance and other support concepts.

3.1.9.2. Initiate and process temporary modification documents and prepare Air Force communications-electronics maintenance instructions (AFCEMI) to implement the temporary modification according to AFI 21-116, *Maintenance Management of Communications-Electronics.*

3.1.9.3. When appropriate, develop and prepare Air Force maintenance quality control checklists (AFMQCC) according to AFI 21-116. Participate in supply support and provisioning activities to include identifying minimum essential subsystem list (MESL) items and establishing minimum readiness spares package standards.

3.1.9.4. Participate in technical data development to include technical order verification.

3.1.9.5. Participate in all phases of test and evaluation.

3.1.9.6. Coordinate with operating commands to identify C4I systems support and (user, operator, and maintenance) initial and sustainment training requirements.

3.1.9.7. Coordinate with operating commands to establish a priority list for installing new systems and modifications.

3.1.9.8. Participate in source selection, program management reviews, and kit proofing.

3.1.9.9. Provide technical review of: modification proposals; engineering change proposals; statements of work; specifications; contract data requirements lists, and support equipment requirements documents.

3.1.9.10. Convene a Configuration Control Board to validate proposed modifications.

3.1.9.11. Work closely with the SM to assess the health of the system, resolve deficiencies, and determine appropriate action. Coordinate with operating commands to make sure system performance data is accurate, timely, properly reflects the current system status, and meets user performance requirements.

3.1.9.12. Establish a requirements review process with the SM and operating commands to make sure C4I systems integrity and determine impacts and to prioritize proposed changes and new requirements impacting the system.

3.1.9.13. Develop and maintain a system concept of operations (CONOPS), with help from operating commands.

3.1.9.14. Coordinate with the SM on the disposition of centrally managed C4I assets declared excess by the operating command and make recommendations for redistribution.

3.1.9.15. Provide HQ AFC4A/SYY with the necessary data to keep the C4I lead command listing current.

3.1.9.16. Define, advocate, and coordinate system manpower requirements.

3.1.9.17. Make sure the SM provides adequate guidance to test, accept, and accredit the system at each site. Make sure the system is security certified and accredited according to the Air Force Computer Security Program. Provide certification packages to the operating commands.

3.1.9.18. Participate with the SM in determining the use and methods of contractor support, to supplement or be used in place of developing organic support.

3.2. HQ USAF/SC will:

3.2.1. Issue policy and procedures peculiar to C4I systems.

3.2.2. Advocate designated Air Force C4I systems and programs.

3.2.2.1. For Air Force-wide C4I infrastructure requirements where there is no clear lead MAJCOM, develop and process mission needs statements (MNS) and operational requirements documents (ORD) according to AFI 10-601.

3.2.2.2. Provide HQ AFC4A/SYY with the necessary data to keep the C4I lead command listing current.

3.2.2.3. Monitor program implementation.

3.3. System Affiliate. Those assigned as lead commands, but not able to perform full lead command duties may negotiate transfer of certain tasks to MAJCOMs or operating agencies with more capability in those areas (AFPD 10-9). Refer to the MAJCOM or FOAs tasked to assist with designated lead command duties as "system affiliate." A memorandum of agreement between the lead command and the system affiliate must identify all lead command tasks accomplished by the system affiliate. The lead command retains the responsibility for all tasks accomplished through the use of a system affiliate.

3.4. Operating commands will:

3.4.1. Participate with the lead command in the development of the CONOPS.

3.4.2. Coordinate on the maintenance concepts developed by the lead command.

3.4.3. Provide the lead command with documented requirements and keep the lead command apprised of changes to existing requirements.

3.4.4. Plan, program, and budget for annual operating and maintenance costs for the life of the system.

3.4.5. Provide funding offsets (when required) for new requirements to support the lead command's POM submission. Advocate lead command POM submissions and coordinate on the program priority list.

3.4.6. Support the lead command on acquisition planning activities, to include installation, test, IOC, and sustainment.

3.4.7. Identify the logistics support strategies and plans to the lead command to meet supportability requirements in accordance with AFI 63-106. Maintain interoperability and commonalty with equipment procured or developed for Air Force-wide and joint application.

3.4.8. Participate in the review of proposed system changes with the lead command and SM to determine the impact and set priorities.

3.4.9. Implement only system configuration changes approved by the lead command and SM.

3.4.10. Report excess assets to the lead command through the appropriate data system.

3.4.11. Fund command-unique requirements.

3.4.12. Make sure of appropriate representation in the requirements and modification process according to AFI 10-601, DoDI 5000.2/AF Sup 1, and AFI 33-103.

3.4.13. Include Air National Guard and Air Force Reserve units employed as part of operating command missions in system planning and programming.

3.5. Supporting commands will:

3.5.1. Advise the lead command of any shared user costs for which the lead command must assume responsibility to plan, program, and budget for the users' share.

3.5.2. Report excess assets through the appropriate data system.

3.5.3. If needed, SMs may negotiate agreements with the lead and other operating commands to assign roles and responsibilities.

3.6. HQ AFC4A will:

3.6.1. Administer and maintain the lead command assignment list, and in that data base:

3.6.1.1. Identify points of contact in the lead command or agency for each lead command system assigned.

3.6.1.2. Identify the SM.

3.6.1.3. Briefly describe the system, equipment composition, and applicable nomenclatures.

3.6.2. Assist the lead command in performing its role of interoperability, integration, and standardization management.

3.6.3. Develop policy and procedures for providing lead command visibility of reported C4I system excesses.

3.6.4. Perform lead command operational functions for those systems assigned to HQ USAF/SC.

4. Lead Command Assignment List Access.   Users may access the lead command C4I systems list and the lead command C4I equipment list on the AFC4A World Wide Web (WWW) server by selecting AFC4A Key Results Areas, Policy and Procedures, then the Communications-Electronics (C-E) Maintenance Arena (url = http://infosphere.safb.af.mil/~syym). Refer any questions regarding these lists to HQ AFC4A/SYYM, 203 W. Losey Street, Room 3065, Scott AFB IL 62225-5233.

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GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS AND TERMS

References

AFPD 10-9, *Lead Operating Command Weapon Systems Management*
AFI 10-601, *Mission Needs and Operational Requirements Guidance and Procedures*
AFI 21-116, *Maintenance Management of Communications-Electronics*
AFI 33-103, *Requirements Development and Processing*
AFI 63-106, *Planning Logistics Support for Command, Control, Communications, and Computer (C4) Systems*
AFM 11-1, *Air Force Glossary of Standardized Terms*
AFP 172-4, *The Air Force Budget Process*
DoDI 5000.2/AF Sup 1, *Acquisition Management Policies and Procedures*
The *Federal Automated Data Processing (ADP) and Telecommunications Standards Index* (To get this document contact: Superintendent of Documents, U.S. Government Printing Office, Washington DC 20402. Document is also available on the Internet)
The *Federal Information Resources Management Regulations (FIRMR)* (To get this document contact: Superintendent of Documents, U.S. Government Printing Office, Washington DC 20402. Document is also available on the Internet)
DoD Directive (DoDD) C-5200.5, *Communications Security (COMSEC) (U),* April 21, 1990
DoDD C-5200.19, *Control of Compromising Emanations*(U), February 23, 1990
DoDD 5200.28, *Security Requirements for Automated Information Systems (AISs),* March 21, 1988
DoDD 8000.1, *Defense Information Management (IM) Program,* October 27, 1992
DoDD 8120.2, *Automatic Information Systems Life-Cycle Management (LMS) Process, Review, and Milestone Approval Procedures*
DoD Manual 8320.1, *Data Administration Procedures,* March 1994
The *DoD Technical Architecture Framework for Information Management (TAFIM)*
AFPD 10-6, *Mission Needs and Operational Requirements*
AFPD 10-14, *Modernization Planning*
AFPD 60-1, *Operations and Resource Standardization*
AFPD 63-1, *Acquisition System*
AFPD 65-6, *Budget*
AFI 10-602, *Determining Logistics Support and Readiness Requirements*
AFI 10-1401, *Modernization Planning Documentation*
AFI 21-118, *Improving Aerospace Equipment Reliability and Maintainability*
AFI 33-102, *Command, Control, Communications, Computers and Intelligence(C4I) Capabilities Planning Process*
AFI 33-110, *Air Force Data Administration Program*
AFI 33-202, *The Computer Security (COMPUSEC) Program*
AFI 63-101, *Acquisition System*
AFI 63-107, *Integrated Weapon System Management Program Planning and Assessment*
AFI 65-601, Volume 1, *Budget Guidance and Procedures*
AFI 65-601, Volume 3, *Budget Management Procedures for Operations*
AFI 65-601, Volume 5, *U.S. Air Force Budget Investment Appropriations*
AFM 67-1, *USAF Supply Manual*
AFM 177-100 series (being converted to Air Force computer systems manuals [AFCSM] [see
AFI 33-122 and AFIND 27])
AFP 172-4, *The Air Force Budget Process*
AFPAM 63-115, *Guidelines for Successful Acquisition and Management of Software Intensive Weapon System and Management Information*
USAFINTEL 201-1, (TS)*The Security, Use, and Dissemination of Sensitive Compartmented Information (SCI)(U)*

Abbreviations and Acronyms

AFC4A Agency–Air Force Command, Control, Communications, and Computer
AFCEMI–Air Force Communications-Electronics Maintenance
AFI–Air Force Instruction
AFM–Air Force Manual (Old)
AFMC–Air Force Materiel Command
AFP–Air Force Pamphlet (Old)

AFPAM–Air Force Pampblet (New)
AFMQCC–Air Force Maintenance Quality Control Checklist
AFPD–Air Force Policy Directive
C4–Command, Control, Communications, and Computers
C4I–Command, Control, Communications, Computers, and Intelligence
CONOPS–Concept of Operations
DoD–Department of Defense
DoDD–Department of Defense Directive
DoDI–Department of Defense Instruction
FOA–Field Operating Agency
FYDP–Future Year Defense Program
HQ–Headquarters
IOC–Initial Operational Capability
JCS–Joint Chiefs of Staff
LAN–Local Area Network
MAJCOM–Major Command
MESL–Minimum Essential Subsystem List
MNS–Mission Needs Statement
ORD–Operational Requirements Document
PEM–Program Element Monitor
PMD–Program Management Directive
POM–Program Objective Memorandum
SECDEF–Secretary of Defense
SM–Single Manager
USAF–United States Air Force

Terms

Air Force Proponent—Air Staff functional manager responsible for oversight of the system.

Command, Control, Communications, and Computer (C4) System—An integrated system of doctrine, procedures, organizational structures, personnel, equipment, facilities, and communications designed to support a commander's exercise of command and control, through all phases of the operational continuum. It includes base visual information support systems.

Command, Control, Communications, Computers, and Intelligence (C4I) System—Communications, automated information, or intelligence systems or equipment that assist the commander in planning, directing, and controlling forces. C4I systems consist of hardware, software, personnel, facilities, and procedures, and represent the integration of information (including data), information processing and information transfer systems organized to collect, produce, store, display, and disseminate information.

Lead Command—The MAJCOM or FOA assigned as the C4I systems advocate.

Operating Command—The command primarily operating a system, subsystem, or item of equipment. Generally applies to those operational commands or organizations designated by HQ USAF to conduct or participate in operations or operational testing (AFM 11-1, *Air Force Glossary of Standardized Terms*). Interchangeable with the term "Using Command".

Program Element Monitor (PEM)—The individual within the Air Staff office of primary responsibility designated to exercise overall monitorship over a program element, including preparation of program change proposals and the review, evaluation, and maintenance of all pertinent data on the element (AFM 11-1). PEMs cover all aspects of Air Force programs and are the experts and spokespersons for their programs. The PEMs are advocates and must be kept fully informed on resource requirements and their current funding position (AFP 172-4, *The Air Force Budget Process*)

Program Objective Memorandum (POM)—A biennial memorandum submitted to the Secretary of Defense (SECDEF) from each military department and defense agency. It proposes total program requirements for the next six years. It includes rationale for planned changes from the approved future years defense program (FYDP) baseline within the fiscal guidance issued by the SECDEF.

Single Manager—A general term used to describe a system program director, product group manager, or materiel group manager that is responsible for the acquisition and life cycle support of Air Force Materiel Command (AFMC)-supported products.

Supporting Command—The command (usually AFMC) responsible for providing logistics support for a system. The supporting command may also provide formal training support for system use and maintenance.

Sustainment—Involves all non-acquisition activities accomplished by the AFMC single manager in support of its customers in the operating commands. These activities sustain the systems in both peacetime (readiness) and wartime (sustainability). The key to the identification of sustainment activities is that they do not provide a new or improved operational capability. Sustainment activities may disclose system or product deficiencies that necessitate further acquisition activities (AFMCP 800-60).

System Affiliate—A MAJCOM or agency designated by a negotiated formal agreement with the lead command to provide assistance in the accomplishment of lead command duties.

Total Force Policy—A DoD policy that recognizes all components contributing to deterrence of war and protection of United States national security interests. These components, collectively called the "Total Force," include active, reserve, and civilian elements of the United States Air Force. The objective of this policy achieves an appropriate balance throughout all phases of planning and programming, operating, equipping, and employment of the total Force components, so that we achieve the United States national security objectives most effectively and efficiently.